

Chapter 7



Implementation

The implementation strategy, presented in a matrix format, will outline milestones that need to be accomplished within an achievable timeframe. Each implementation task is accompanied by an indication of priority, the identification of local agencies having primary and secondary responsibility for implementation, and a general statement as to whether or not specific funding plans or budget considerations will be required to complete the task. It should be noted that perhaps the most important task for the plan is its adoption by the Commission. It is highly recommended for the Commission to schedule a workshop to discuss the Implementation Matrix and fully understand all elements of the Plan. This activity will make the plan implementation easier and ensure orderly implementation. These matrix elements are described as follows:

Priority

The priority of each step is described on a scale from low to high indicating the importance of the activity in the implementation process. Generally, implementation tasks that provide a basis for other tasks and those related to developing information and infrastructure capacities were assigned the highest priority.

Responsibility

Specific local agencies with primary and secondary responsibility for implementing each step are also listed. Primary responsibility means that the agency listed is best suited legally, politically, and organizationally to initiate the implementation of the task. The successful completion of most steps will also require the participation of other agencies that will have to support the activity. These agencies are identified as having the secondary responsibility for the task.

This listing is not intended to be all-inclusive of necessary supporting agencies, but rather to provide an indication of the key participants.

Funding

A funding plan or Town budget considerations are required for each step described. Generally, policy changes, the development of educational or marketing materials, and the creation of small-scale plans or studies are indicated as not requiring a funding plan. This means that they can be accomplished by the Redevelopment staff or with funds allocated in the annual Commission's budget (although the town may seek outside sources for their funding.) A funding plan is indicated as being required for construction projects, projects requiring outside consultants, and other activities with significant one-time costs. Regardless of the potential funding available, there are significant resources that will need to be tapped on a project-by-project basis. The extent and diversity of potential projects in the District will demand diverse sources of funding as well as a long-term commitment by the town to pursue these resources.

ADMINISTRATIVE															
ACTIVITY		PRIORITY			RESPONSIBLE AGENCY		TIMELINE								FUNDING
		HI	MED	LOW	Primary	Supporting	1	2	3	4	5	6-10	11-15		
Task 1	Redevelopment Retreat				Redevelopment Comm.	Town Council									Existing Resources
	Plan a retreat to fully discuss different elements of the plan and set additional priorities if required. Have a review retreat on an annual basis to evaluate progress.					Plan Commission Town Administration									
Task 2	Expand Redevelopment Area				Redevelopment Comm.	Town Administration									Existing Resources
	Expand redevelopment area boundaries to coincide with study area.														
Task 3	Ensure Implementation				Redevelopment Comm.	Town Council									Existing Resources
	Form an interdepartmental task force to outline criteria and to implement milestones for the following activities. <ul style="list-style-type: none">Public improvementsTransportationZoningDevelopment standardsArts CommitteeAcquisition					Public Works Plan Commission Arts Committee									
Task 4	Set up T.I.F. Zone				Redevelopment Comm.	Town Council									Existing Resources
	Establish boundaries and conduct a necessary supplemental study for a TIF district for the area. Dedicate tax revenues from the district to support projects.					Plan Commission Taxing Districts									
Task 5	Facilitate Communication				Redevelopment Comm.	Downtown Businesses									Existing Resources
	Provide opportunities for participation with property owners and other stakeholders through the Downtown Business Assoc. or an Economic Improvement District (IC 36-7-22). Provide regular briefings to maintain the enthusiasm for the initiative.														Other Grants
Task 6	Build Partnership				Town Council	Redevelopment Comm.									Existing Resources
	Create MOU's to outline partnership development and processes. Complete partnerships with: <ul style="list-style-type: none">City of Hammond as a major holder of land;Major business owners;Downtown Business Association/Economic Improvement District;Purdue University Calumet , to promote students visiting downtown and the arts;RBA to promote a transit line into Redevelopment Area														
Task 7	Coordinate Public Improvements:				Town Administration	Redevelopment Comm.									Existing Resources
	Incorporate the implementation of a gateway design plan in the Capital Improvements Plan														Other Outside Resources
Task 8	Establish Responsibility:				Town Administration	Town Council									Existing Resources
	Identify and support one organization such as an Economic Improvement District, which will assume the leadership role in unifying area business and property owners, in order to create downtown promotions, seek out alternative financing, and coordinate responses to emerging issues.					Other agencies									
Task 9	Promote Technology:				Redevelopment Comm.	Downtown Business									Existing Resources
	Facilitate the use of emerging technologies particularly high speed internet to provide information access for downtown businesses and to provide an amenity to the town.														Other sources
Task 10	Facilitate Economic Incentives:				Redevelopment Comm.	Town Administration									Redevelopment Comm.
	Implement plans for utilizing incentives such as TIF, other grants and loans.					Town Council									

ACTIVITY		PRIORITY			RESPONSIBLE AGENCY		TIMELINE								FUNDING
		HI	MED	LOW	Primary		Supporting		1	2	3	4	5	6-10	
INFRASTRUCTURE															
Task 1	Capital Improvement Plan				Town Administration	Public Works									Existing Resources
	Annually update and implement the town wide capital improvement which refers to all public improvements in the Redevelopment Area and includes a detailed project priority list and funding sources for the next 10 years					Redevelopment Comm.									
	Incorporate the implementation of gateway, design plans and streetscaping in the Capital Improvement Plan to ensure public improvements are coordinated and are considered with other public improvements to establish town-wide priorities and financing options.														
Task 2	Maintain Quality Infrastructure:				Public Works	Redevelopment Comm.									Redevelopment Comm.
	Establish and implement a program to install, repair and maintain the streets, curbs, sidewalks and streetscaping consistent with the Infrastructure & plan goals.					Bldg & Inspect. Dept.									Public Works, Grants
Task 3	Facilitate Infrastructure Improvements:				Town Administration	Redevelopment Comm.									Redevelopment Comm.
	Explore public-private partnerships and alternative methods of funding infrastructure improvements (such as the use of tax increment finance districts) to provide the infrastructure necessary for all new developments.														Public Works, Private
Task 4	Establish Public Improvement Guidelines				Public Works	Redevelopment Comm.									Redevelopment Comm.
	Prepare design criteria that provides guidelines for all infrastructure improvements to cover: <ul style="list-style-type: none">Sidewalks;Pedestrian crosswalks;Curb bump-outs w/ bollards;Center medians;Vacated streets and alleys;Delivery zones;Corner plaza;Public right-of-ways.					Bldg & Inspect. Dept.									Planning, Public Works

ACTIVITY		PRIORITY			RESPONSIBLE AGENCY		TIMELINE								FUNDING
		HI	MED	LOW	Primary	Supporting	1	2	3	4	5	6-10	11-15		
IMAGE ENHANCEMENT															
Task 1	Recognize the Entries				Town Administration	Redevelopment Comm.									Redevelopment Comm.
	Recognize the importance of the entry points, corridors, and other features. Promote the significance of these features by supporting and identifying them in a systematic manner as a part of an overall promotion of the district.														
Task 2	Develop Entrance Plans				Redevelopment Comm.	Public Works									Redevelopment Comm.
	Design and implement final plans for Highland's entrances which include signs, landscaping, lighting, and other amenities which promote desired community image. Develop a detailed design plan and guidelines for small area proposed for plazas and neighborhood parks.														
Task 3	Explore Opportunities				Planning Commission	Redevelopment Comm.									Redevelopment Comm.
	Identify and capitalize on opportunities to modify existing buildings, sites and facilities to promote small town character through minor design modifications which occur regularly, such as lighting, signs, and landscaping. Set high standards for landscaping, aesthetic and materials to improve curb appeal. These standards should include density for all new construction and existing businesses.														
Task 4	Construct Streetscaping				Public Works	Redevelopmet Comm.									Redevelopment Comm.
	Construct Phase I street improvements in coordination with the Kennedy Avenue reconstruction.														Public Works, Other sources

ACTIVITY		PRIORITY			RESPONSIBLE AGENCY		TIMELINE								FUNDING
		HI	MED	LOW	Primary	Supporting	1	2	3	4	5	6-10	11-15		
MARKETING															
Task 1	Complete a Market Study				Redevelopment Comm.	Town Council								Redevelopment Comm.	
	Prepare a market study for the reuse potential for the District particularly for the Gateway area. Outline feasible marketing methods to attract the desired developers.														
Task 2	Prepare a Marketing Plan				Redevelopment Comm.	Town Council								Existing Resources	
	Establish a cooperative effort with the Chamber of Commerce, Downtown Business Association/ EID, and the Visitor's Bureau, to create and implement a marketing plan for the District.					Chamber of Commerce Downtown Assoc./EID Visitors Bureau									
Task 3	Develop and Use Promotional Materials				Redevelopment Comm.	Events Council								Existing Resources	
	Organize the promotional activities of the Town with the Chamber of Commerce and other organizations. Develop and maintain up-to-date, attractive, and accurate promotional literature describing both the Town as a whole, and specific available sites for development and re-development. Promote the significance of planned growth areas by providing future land use plans to private utilities, developers, and realtors. <ul style="list-style-type: none">Redevelopment district boundaries;Community make up;Financial incentives;Redevelopment plan.					Downtown Business Economic Improvement District (EID)									
Task4	Develop Resources				Redevelopment Comm.	Planning Commission								Planning Commission	
	Develop design guidelines and other informational resources for decision makers and developers to provide information about, and examples of, appropriate human scale designs.														
Task 5	Promote Public Involvement				Redevelopment Comm.	Downtown Bus. Assoc.								Existing Resources	
	Encourage public involvement in redevelopment plans by scheduling regular public meetings and establishing a citizen advisory panel.					Town Administration									
Task 6	Educate and Inform				Redevelopment Comm.	Town Administration								Existing Resources	
	Develop educational materials to inform residents, realtors, elected officials, and builders of the benefits and proper design of mixed-use developments.														

ACTIVITY		PRIORITY			RESPONSIBLE AGENCY		TIMELINE								FUNDING	
		HI	MED	LOW	Primary		Supporting		1	2	3	4	5	6-10		
REDEVELOPMENT																
Task 1	Set the framework for Redevelopment. Establish possible economic incentives, including (1) tax increment financing for public improvements, (2) economic development grants consistent with IC 4-4-24, (3) Redevelopment funds, and (4) any other tools which could be used to encourage development in the district. Form a TIF Incentive Review Committee consisting of the Redevelopment Director, Building Commissioner, Public Works Director, Town Manager, and one Council member. The Committee would develop criteria for evaluation of development proposals and make recommendations to the Commission according to these criteria.				Redevelopment Comm.	Town Administration										Existing Resources
						Town Council										
Task 2	Establish Public-Private Partnership Implement as appropriate public-private partnerships for the use of public land and relocation of Parks and Public Works facilities.				Town Council	Town Administration										Existing Resources
						Parks Departement Public Works Redevelopment Comm.										
Task3	Identify Developable sites Identify and catalog opportunities within redevelopment zones for infill development and redevelopment. The catalog should be maintained as a reference guide for local decision makers and builders, providing profiles of the zoning, infrastructure needs and other features of each site.				Redevelopment Comm.	Planning Department										Existing Resources
Task 4	Seek Developers for Different Initiatives Prepare RFP documents for different sites and seek developers for proposed developments. Seek developers for parcels identified and particularly for the proposed senior housing developments.				Redevelopment Comm.	Town Council										Existing Resources
						Town Administration										
Task 5	Set up Incentives for Residential Development Establish possible economic incentives, including (1) tax increment financing for public improvements and (2) residential development grants for senior housing development and improvement. Seek funding for development of artist housing in downtown.				Redevelopment Comm.	Ind. HCDA										Existing Resources
						Lake County and others										
Task 6	Seek Partnership for Housing Develop partnership with the existing financial institutions, particularly banks in Downtown to establish special funds for senior housing assistance and development in Downtown.				Redevelopment Comm.	Financial Institutions										Existing Resources
Task 7	Land Banking Set the framework and criteria for land acquisition, land banking, and land acquisitions option agreements. Appropriate Redevelopment funds for land banking Acquire properties critical for redevelopment as opportunities arise.				Redevelopment Comm.	Town Council										Redevelopment Comm.

ACTIVITY		PRIORITY			RESPONSIBLE AGENCY		TIMELINE								FUNDING
		HI	MED	LOW	Primary	Supporting	1	2	3	4	5	6-10	11-15		
DOWNTOWN															
Task 1	Establish Responsibility: Assist Downtown Merchants and businesses with the development of an Economic Improvement District to promote and market the downtown and to coordinate responses to emerging issues.				Redevelopment Comm.	Town Council								Existing Resources	
						Downtown Bus. Assoc.									
Task 2	Hire a Downtown Coordinator Obtain support of businesses and the Chamber of Commerce to hire (initially part time) a downtown coordinator to promote and organize Downtown. Seek outside funding for the position.				Downtown Business	State Agencies.								Downtown Business Assoc.	
						Downtown Bus. Assoc.								Other Grants	
Task 3	Develop Event Schedule In cooperation with the Downtown Business Assoc./ EID, develop an extensive program for downtown marketing. Coordinate this program with other agency programs, particularly those of the Parks Department.				Downtown Businesses	Town Administration								Existing Resources	
						Downtown Bus. Assoc.									
Task 4	Support Development of Housing in Downtown Promote adaptive reuse of the building for residential uses. Support Development of senior housing in Downtown.				Redevelopment Comm.	Ind. HCDA								Private Funds	
														Lake County Other funds	
Task 5	Establish Retail Recruitment Program Proactively recruit new retailers to fill market segments not currently being supplied by downtown businesses. Engage existing retailers and property owners in the process of attracting new quality retailers to the downtown.				Downtown Business	Redevelopment Comm.								Downtown Business Assoc.	
														Other Grants	
Task 6	Enroll Downtown in the Main Street Program Join Indiana and National Main Street Program. Implement the Main Street Four Point program in a systematic manner during the next five years.				Redevelopment Comm.	Downtown Business								Existing Resources	

Implementation Priority Criteria

Critical



Required



Planned



